

# Speech: General Sir Nick Carter

It is a tremendous honour to share this very special day with you and all your families. ....in this your 70th year as the independent army of a sovereign country. It is a proud day and it is has been a fine parade. You have displayed outstanding precision and panache...you were immaculate.

I know that the pride etched on the faces of all of you stood on the parade square today is mirrored in the other faces in this audience. Not least your instructors, who recognised in you that spark of potential...that fighting spirit...those qualities that make a soldier and shape a leader...and who enabled you to get where you are today.

And your families and friends whose love and support have fortified you – and who will continue to be a source of strength.

And your international friends are proud of you too. For in a world with global problems no country is able to address all the challenges alone. Strong alliances and partnerships are more important than ever in preventing conflict, building stability and strengthening the rules-based international order.

And friends we are...

...our two Armies have a long and resilient relationship built on mutual respect and understanding. We have much shared history. Pakistan's soldiers proved themselves brave and valiant time and again when we fought side by side in the two World Wars – one only has to look at the tally of gallantry medals and battle honours awarded to be reminded.

While our soldiers and officers may have different backgrounds and different faiths, they are united by the same values and standards of courage, discipline, respect, integrity, loyalty and selfless commitment – we may use different words for them, but the effect is the same.

And they share the same hopes – for a secure and prosperous world in which we, our children and future generations can continue to live according to our belief in tolerance, freedom, justice and the rule of law.

You start your career in this honourable profession – the profession of arms – in demanding times. The character of conflict is changing and the operating environment is increasingly uncertain, complex and dispersed. Leadership has never been more challenging and the responsibility of being a leader has rarely been so profound.

But our Values and Standards as soldiers set us apart from other occupations and, often, from our enemies. They are the basis on which we commit ourselves unreservedly to the Service of our respective nations.

For those graduating, today represents a significant moment – it is about celebrating what you have accomplished so far. But it is also about the anticipation of what you can accomplish in a lifetime of selfless service.

You are about to accept a great responsibility to lead soldiers – an honour that demands unfailing competence, commitment, and character each and every day.

As officers, you have been selected, individually, to lead your fellow countrymen in battle in defence of the values you hold dear. And your country can do you no higher honour. Whatever happens to you, whatever rank you achieve, whatever honours are showered on you, you will never have a greater compliment paid you than that.

And, in return for that honour and that trust, you, when you go out from here, will live up to the traditions of leadership. However far your careers take you, always remember, where you started.

In the years ahead, your soldiers will look to you, for guidance and inspiration. They will want to know that you care for them, and for their families. They will model their behaviour on your integrity. They will get their courage from your steadfastness. Leadership is about getting people to do things – and getting them to do things willingly. And in the Army, it will be in situations of great personal danger. When your nation will be relying on you. Military capability and tactical brilliance will always be essential but they will not alone suffice. What qualities then must a leader have if he is to secure this willing acceptance of what he wants?

First – Courage. All soldiers must be prepared to use lethal force to fight. They may need to show restraint, even when doing so involves personal danger. This requires physical courage, and soldiers will depend on each other for it.

And there is another kind of courage you need as an officer. You must have moral courage. Moral courage is a much rarer thing than physical courage. Moral courage means you do what you think is right without bothering very much what happens to you when you are doing it – insisting on maintaining the highest standards of decency and behaviour – even when it may be unpopular, or risk ridicule or danger. Courage – both physical and moral – creates the strength upon which fighting spirit and success in the fight depend.

Second – Integrity. Integrity has a unique significance to soldiering and is an essential ingredient of good leadership. You have got to be honest, not only with yourself but with the men you lead and the people with whom you work. Honesty and integrity are things that you cannot compromise with – you cannot alter; it is the critical foundation for earning the loyalty and trust of those you lead and those you serve. It is about doing as you would be done by. And the standard you walk past without taking action is the standard that you accept – and how you will be judged.

Third – Judgment. The next quality that I wish to mention is judgement. You have got to have judgement. You have got to be able to assess a situation, and assess it quickly as judged against your values, and under difficult circumstances. And judgement is only learned by practice and experience.

You may face action day after day, week after week, virtually alone, with only your consciences as monitors. You will rely on your integrity and your judgment – especially on today's dispersed battelfields where it is the

quality of junior leadership which will count.

Fourth – knowledge and understanding. If you are to have the courage to take the initiative, to produce the will-power that is needed, you must have knowledge. And that is often the challenge of leadership – to keep the balance between strength of will and flexibility of mind. Keep your mind bright and flexible. If you command a small unit, a platoon or section you ought not be satisfied until you can do every task which you order each man in your small unit to do, as well as he can, if not better... ..and, by the way, the command of a platoon is, I think, the best command you will ever have. I have commanded everything from a section of half-a-dozen men to the entire British Army, and I still look back to the time when I commanded a platoon as the best command I ever had...

You have also got to have a different type of knowledge that is at least as important, if not more important – a knowledge of your men. It is not enough that you are the best soldier in your unit, that you are the strongest, the toughest, the most resilient, and the most intelligent. You must be their leader, their mentor even if you are half their age. That cultivation of human understanding between you and your men is the one art that you must yet master – but it is the understanding you have of your men on which great soldiering depends.

Know your job and know your men.

There are many other qualities that make a good leader. But these are the four I would wish to share with you that have served me well – courage, integrity, judgment and knowledge and understanding.

There is no man on this parade square who has not got these qualities. If you had not got them you would not be here. So by standing here today you have earned the right to be officers. And leaders of the next generation.

It is up to you now to invest in those qualities, nurture them and keep them close. Remember that good leadership is not imposed like authority. It is actually welcomed and wanted by the led. It is up to you to give your units – whether it is a tank crew, platoon, or becomes a company – leadership, every hour of the day, every day of the week.

Then you will be doing your duty and you will be worthy of the honour that your country does you by choosing you as a leader in this fine Army.

I will leave you with a last thought. There are many things I have learned throughout my service, but it was in the early years that the simplest proved to be the most important to me. And that is that soldiering is nothing without comradeship. It surrounds a man with an atmosphere of warmth and strength at the very moment when he is feeling cold and weak. It encourages his finest instincts, and the demands of friendship serve to strengthen him in battle.

So if I could have my wish as I stand here today, feeling honoured as I do in the tribute paid me, I would say this: If I could only meet you all somewhere in the future, with the world more stable due to friendships like ours, and our Armies standing side by side in comradeship.

So as you go, you go with all our hopes and prayers but also with our confidence that each one of you is ready to write the next chapter in your life – and the next chapter in your nation's history.

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## [News story: Government invests £350 million improving local roads](#)

A £345.3 million funding package to improve local roads and public transport across the country has been announced today (19 October 2017) by Transport Secretary Chris Grayling.

76 projects from across the country have been awarded funding totalling £244 million to bring key benefits to local road users – such as improving access to public transport sites, opening up more roads for cyclists, addressing key local traffic 'pinch points' and supporting the development of new housing. An additional £101.3 million will pay for 2 new major roads in Middlewich, Cheshire, and Worcester in the Midlands.

Transport Secretary Chris Grayling said:

This government is taking the big decisions for Britain's future and investing a record £23 billion on our roads to increase capacity and improve journeys.

These schemes will provide much needed upgrades to essential local roads up and down the country, cutting congestion, improving safety and shortening journey times for drivers.

They will also help boost regional economic growth by unlocking jobs and supporting vital new housing development.

The funding covers a huge range of projects, including:

- the delivery of contactless payment options across Nottingham's bus and tram network
- creating a new link for buses in Plymouth providing direct access to Derriford hospital
- improvements on the A66 in Darlington which will help unlock 2,600 houses and 4,300 jobs by improving travel connections

A major road improvement scheme in Worcester with £54.5 million government funding will complete a series of upgrades to the Worcester Southern Relief Road, including a new carriageway alongside the existing Carrington Bridge. This will provide much needed congestion relief for local Worcester residents and commuters, as well as boosting jobs and economic growth in areas like

Great Malvern by transforming access to the M5 and accelerate the building of more than 5,000 homes.

Another £46.8 million funding in Middlewich will pay for the Eastern Bypass scheme which will cut congestion for residents and open up more land for employment, potentially creating up to 2,000 extra jobs in the area.

Funding for all these schemes is being provided from the National Productivity Investment Fund and the Large Local Majors fund. This is part of the government's record investment in road to help keep Britain moving and the economy growing.

## **National Productivity Investment Fund regional breakdown**

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## **[Statement to Parliament: Road funding via the National Productivity Investment Fund and the Large Local Majors fund](#)**

I am today (19 October 2017) setting out further details of significant investment for our roads, including announcing the next 2 major local road schemes and 76 winners from the recent competition for National Productivity Investment Funding on local roads. This funding from the Department for Transport totals £345.3 million.

This funding includes 2 new large local major road schemes receiving Programme Entry approval, at Carrington Bridge in Worcester and at Middlewich in East Cheshire. The scheme in Worcester will alleviate congestion on the A4440 Southern Relief Road and receive £54.5 million of funding towards a

total cost of £62 million. The Middlewich Eastern Bypass will alleviate congestion in the town centre and facilitate the expansion of the Magnitude employment site. It will receive £46.8 million of funding towards a total cost of £56.9 million.

I am today announcing the winning 76 local projects which will receive funding of £244 million from the National Productivity Investment Fund, during 2018/19 and 2019/20. The schemes will help to ease congestion, provide upgrades on important local routes, as well as facilitating the unlocking of economic and job creation opportunities. They will also support, in some areas, the potential delivery of new housing developments. [Further information on today's announcement is available on the Department for Transport's website](#). These projects are an essential part of ensuring we have a country which works for everyone.

The government announced the [Road Investment Strategy \(RIS\)](#) in December 2014, an ambitious plan to increase much needed road capacity, boost economic development and improve road safety. It seeks to address many years of under-investment in England's motorways and major trunk roads. Highways England have made good progress on delivery to date, completing 18 road schemes and starting work on 15 more.

Highways England has also undertaken longer-term planning work to ensure that the high level of road investment along key corridors of the network can be delivered in a way to minimise disruption and keep road users moving. These plans also help to mitigate delivery risks and achieve better value for money for the tax-payer. This planning work was referred to in recent ORR and NAO reports on the Road Investment Strategy. I confirm that government has agreed with Highways England's plans to optimise delivery of the RIS. This re-profiling and optimisation of delivery is consistent with Highways England's remit and does not involve any cancellation of schemes, so the regions of England can expect continued and similar levels of road investment.

Further details can be found on [Highways England's website](#) and press releases.

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## [News story: Jo Johnson calls for free speech to be protected on campus](#)

Universities Minister Jo Johnson has today (19 October) called on the new Office for Students (OfS) to champion free speech in UK universities, as part of a newly launched consultation.

The consultation has been launched primarily to help establish how the OfS, the new regulator for English higher education, will undertake its main functions – ensuring teaching standards continue to rise so all students

receive a high-quality education

As part of the consultation the Universities Minister has asked the OfS to focus on ensuring institutions recognise the importance of freedom of speech and the role it plays in ensuring open debate. The aim is to ensure students are exposed to a wide range of issues and ideas in a safe environment without fear of censorship, rebuke or reprisal.

Earlier in the year the Government extended the statutory duty to secure free speech so that it will apply to all providers of higher education registered with the new Office for Students in the Higher Education and Research Act (HERA). The Office for Students will be able to hold providers to account to ensure that lawful freedom of speech is upheld by their staff and student unions and student societies.

Universities Minister Jo Johnson said:

Free speech is one of the foundations on which our higher education tradition is built. It goes to the heart of our democratic values and is a principle I know universities hold dear.

I know there is good practice out there, and am proud that some of our university leaders and academics have publicly defended free speech. But there are still examples of censorship where groups have sought to stifle those who do not agree with them.

This is why I want the OfS to work with universities to encourage a culture of openness and debate and ensure that those with different backgrounds or perspectives can flourish in a higher education environment.

The consultation is on the 'technical details' of how the OfS will operate. This includes looking at:

- Compulsory participation in the Teaching Excellence Framework (TEF) for higher education providers with over 500 students;
- Publication and justification of high salaries for senior staff;
- Transparency on how students can transfer between courses and empowerment of students through clearer student contracts; and
- The outcome of the consultation will form part of the OfS' 'Regulatory Framework' which will come into force for the academic year 2019 / 20.

Chair of the Office for Students, Sir Michael Barber said:

This consultation document sets out a framework for a new era in higher education. The Office for Students will be a modern regulator which consistently puts the interests of students – short, medium and long-term – first. It sets out a bold agenda and highlights the importance from a student perspective of fair access, excellent teaching, progression into worthwhile jobs and

value for money.

The success of our universities has never been more important to the future of our country. The proposals in this consultation document will enable our universities to contribute to the cultural and economic growth of cities, regions and the whole country and to continue to thrive on the global stage.

Ensuring freedom of speech and learning how to disagree with diverse opinions and differing views of the world is a fundamental aspect of learning at university. The OfS will promote it vigorously.

The OfS, which was established through the HERA, will be officially launched on 1 April 2018 and has been created to allow more choice for students and more competition in the interest of students.

It has been established as a single regulator to replace the Higher Education Funding Council for England (HEFCE) and the Office for fair Access (OFFA).

Ministers have appointed Sir Michael Barber as the Chair of the OfS and Nicola Dandridge as its Chief Executive.

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## [Press release: Consultation launched on laws around antique firearms](#)

The Home Office has today (Thursday 19 October) published [proposals to update the laws around antique firearms](#), following advice from the police and the Law Commission of a rise in criminal cases involving antique weapons.

A new consultation will consider enshrining in law a new definition of antique firearms, which will help ensure older firearms which still pose a danger to the public are licensed.

Minister for Policing and the Fire Service Nick Hurd said:

This country has some of the most robust gun laws anywhere in the world.

But we must not be complacent, which is why these laws are kept under review, and a rise in antique guns being used in crime requires action.

This consultation will bring clarity to the law so that older firearms that still pose a danger to the public are properly

licensed to stop them falling into the hands of criminals.

The consultation follows recent convictions connected to the misuse of antique weapons. In November 2015, 18 members of the 'Burger Bar Boys' gang in Birmingham received substantial sentences for a range of firearms offences. They had sourced antique firearms and arranged for ammunition to be specially made to fit the weapons. They had then sold the weapons to criminal gangs for considerable profit.

In June 2017, Sultan Meer from London was sentenced to 7 years' imprisonment for firearm offences. A police investigation showed that Meer, who claimed to be a collector of antique firearms but was already prohibited from possessing a firearm, was obtaining antique guns and trying to acquire ammunition for them.

The consultation will consider which obsolete cartridges and propulsion systems will lead to a firearm being considered antique. It will also consider a change to the automatic cut-off date of manufacture after which all weapons must be licensed. Currently this date is 1939 but this could shift to 1900.